



# **Miami-Dade Water and Sewer Department**

## **Departmental Quarterly Performance Report**

**Reporting Period:  
FY 03-04  
Second Quarter**

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**MAJOR PERFORMANCE INITIATIVES**

**Describe Key Initiatives and Status**

**Check all that apply**

**Goal: Promote responsible stewardship of natural resources and unique community environments**

**Outcome NU 3-1:** Continuing supplies of quality drinking water to meet demand.

**Performance Measures:**

- Increase the number of acres of land purchased per year in Northwest Wellfield  
Requested revised and updated appraisals for all properties whose owners were not willing to sale because the purchase price offered by the County was considered too low. New appraisal are expected to show higher property values than the appraisals obtained three years ago, allowing the County to more vigorously pursue the purchase of those parcels with fair and considerable offers.
- Average per capita water use per year  
Average per capita is calculated on an annual basis. Continue to implement the leak detection program. The Leak Detection Unit has identified 3,370,306,696 gallons lost during the 2<sup>nd</sup> Quarter of FY 04.
- Completion of the design of the Northwest Wellfield ASR  
The Northwest Wellfield project was mailed to DBD on April 12, 2004 for inclusion on the Review Committee's agenda of April 21, 2004. After that, OSMB has to approve the funding (about 2 weeks) and then it will go to CICC for advertisement.
- Complete procurement of a consultant for Phase 1 of an Integrated Water Resources Plan (IWRP)  
Completed preliminary scope of work.

- ☐ Strategic Plan
- ☒ **Business Plan**
- ☐ Budgeted Priorities
- ☐ Customer Service
- ☐ ECC Project
- ☐ Workforce Dev.
- ☐ Audit Response
- ☐ Other \_\_\_\_\_  
(Describe)

**Goal: Promote responsible stewardship of natural resources and unique community environments**

**Outcome NU 3-2 :** Restoration of County construction project site areas to original conditions in a timely manner.

**Performance Measures:**

- Percent of sites restored to original conditions within the average contract time  
Fifty percent of the sites were restored to original conditions within the average contract time.

- ☐ Strategic Plan
- ☒ **Business Plan**
- ☐ Budgeted Priorities
- ☐ Customer Service
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- ☐ Other \_\_\_\_\_  
(Describe)

# Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Second Quarter

**Goal:** Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and safe and clean water delivery system consistent with the Comprehensive Development Master Plan.

**Outcome NU 6-2:** Reduction in sewage overflows and provision of Sewage systems to unconnected commercial Corridor  
Protection of water quality and improved water pressure

## Performance Measures:

- Prioritize water improvements.  
For the 2nd Quarter of FY 03-04, 36 meetings were held with WASD staff and the Program Manager, Earth Tech (ET), 15 meetings with the Design consultants and 5 other miscellaneous meetings. There were 10 meetings with the Commission Districts to discuss possible projects and coordinate with QNIP, CICC, PWD, and Parks.
- Percent of primary distribution system at least 35 lbs/psi.  
One hundred per cent of primary distribution system tested at more than 35 lbs/psi
- Percent compliance with drinking water standards  
One hundred per cent
- Percent completion for awarding the implementation contract for EAMS system by Sept. 05  
This is Phase I of a County wide project. WASD is working with other Departments in a 10 month engagement. The results will probably be available at the end of 2004.
- Develop implementation plan for the water and wastewater facilities master plans  
A comprehensive capital expenditure implementation plan and schedule has been completed and is being revised.
- Number of tasks completed to enhance the SCADA system of improved functionality  
Ongoing installation of RTUS at WWTP and WTP.  
The conversion to Open Enterprise System is progressing.  
This fiscal year Bristol Babcock will write a program which will provide better real time reporting.
- Number of GIS layers created for engineering projects  
Two layers exists: Pipelines and Device (Pump or plants). To date GIS has Recorded 132 pipelines projects and 135 device projects in those layers.
- Pursue (P) adequate funding for water and wastewater projects  
The Department continues to pursue adequate funding for water and wastewater projects
- Number of tasks maintained to reduce sewage overflows  
Routine system cleaning; Accelerated cleaning cycle in area identified with repetitive blockages; Emergency response cleaning
- Number of tasks implemented to maintain 1 hour response time to sewage overflows.  
On call personnel in 3 different areas of the County to reduce overall emergency response time; Second shift in 3 different areas of the County to expand normal working hours and provide first response trouble investigation; Reinforced written emergency response protocol in order to strengthen and prioritize all unscheduled maintenance activities.
- Number of tasks completed to provide customers with information on cost of connecting to the sewer system  
Staff worked with the office of District 2, regarding Melrose sanitary sewer improvement and connection fees.  
Another Perrine/Cutler Ridge Community Council presentation and discussion on special taxing district.  
District 12 pump station land acquisition for sanitary sewer service in Sweetwater

Strategic Plan  
☒ Business Plan  
☒ Budgeted Priorities  
\_\_\_ Customer Service  
\_\_\_ ECC Project  
\_\_\_ Workforce Dev.  
\_\_\_ Audit Response  
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(Describe)

**Departmental Quarterly Performance Report****DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 03-04, Second Quarter**

<p><b>Goal:</b> Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and safe and clean water delivery system consistent with the Comprehensive Development Master Plan.</p> <p><b>Outcome NU 6-3:</b> Improved public infrastructure level-of-service standards and policies.</p> <p><b>Performance Measures:</b></p> <ul style="list-style-type: none"><li>• Number of industry meetings per year So far for FY 03-04, two meetings have been held.</li><li>• Complete customer survey The customer survey has been completed</li><li>• Develop an action plan based on the results of the customer survey The applicable Assistant Director Groups are evaluating the results of the customer survey and developing a plan of action.</li><li>• Percent completion of evaluation of existing impact fee structure and implement if necessary Task order has been developed and it's anticipated to be issued in Feb. 04</li><li>• Propose revisions to the Department Rules and Regulations, based on the activities of the Infill Committee Meetings of the infill committee have continued. Language to amend rules and Regulations will be drafted by June 04</li><li>• Participate in Federal and State organizations and rule making processes Submitted comments to EPA on its following propositions: Long Term 2 Enhances Surface Water Treatment Rule. Stage 2 Disinfection Byproduct Rule. NPDES Permit Requirements for Municipal wastewater Treatment Discharges during wet weather conditions. Comprehensive Procurement Guideline V for procurement of products containing recovered material.</li></ul>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p><b>Goal:</b> Create a more business-friendly environment in Miami-Dade County</p> <p><b>Outcome ED 4-1:</b> Improved infrastructure and redevelopment to attract business to undeserved and distressed areas (priority outcome)</p> <p><b>Performance Measures:</b></p> <ul style="list-style-type: none"><li>• Number of weeks for average turn around time for dry and final runs Dry runs 4 weeks. Final plans 2 weeks</li><li>• Implement Water and Sewer needs assessment. Thirty six meetings with WASD staff and Earth Tech, the program manager, 15 meetings with the design consultants and 5 other miscellaneous meetings were held during the second quarter of FY 03-04. There were 10 meetings with the following Commission Districts: 2,3,4,6,7,9(twice), 11, and 13 to discuss possible projects and coordinate with QNIP, CICC, PWD and Parks.</li></ul>	<p><input checked="" type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
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**DRAFT**

**Goal: Enable County departments and their service partners to deliver quality customer service**

**Outcome ES 1-1:** Clearly defined performance expectations and standards (priority outcome)

**Performance Measures:**

- Average call wait time in minutes  
 Due to delay in implementing the monitoring equipment, the performance measure cannot be calculated at this time
- Improve special collections in million of dollars  
 From January 1, 2004 to March 31, 2004, the eleven different functions of the Collection Branch collected \$6,888,664.00. The total collected this FY is \$13,676,981.57
- Meter reading routes read within the scheduled reading window  
 One hundred per cent of the scheduled meter reading routes were read within the scheduled reading window.
- Percent of same-day response to orders for connects, disconnects and reconnects  
 One hundred per cent same-day response to orders for connects, disconnects and reconnects.
- Increase number of documents (as-builds and contracts) available on the network for internal customer use  
 The MIS Division continues to support the on-going as-built scanning effort in the Utilities Development Division. The EDMS feasibility project is scheduled to kick-off with an overview of opportunities for the Department and the formalized set-up of the project structure in April 2004.
- Increase the number of POWER/Efficiency projects to achieve operational savings.  
 WASD senior and mid level managers, efficiency leaders, and coordinators were trained on reporting procedures for efficiency initiatives and performance measures. This fiscal year, 17 new efficiency projects were added and projected savings for all efficiency projects amounted to \$4,272,791. The reported savings for the period ending March 31, 2004, is \$870,800.
- Complete development of performance measures for Memorandum Of Understanding for gain sharing  
 Performance measures were selected and agreed upon for the MOU.  
 Performance targets were developed in collaboration with OSBM for FY 03-04

☐ Strategic Plan  
☒ **Business Plan**  
☐ Budgeted Priorities  
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 (Describe)

**Departmental Quarterly Performance Report****DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 03-04, Second Quarter**

<p><b>Goal:</b> Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion</p> <p><b>Outcome ES 3-1:</b> Streamlined and responsive procurement process (priority outcome)</p> <p><b>Performance Measures:</b></p> <ul style="list-style-type: none"><li>• Percent reduction of expired contracts</li></ul> <p>DPM is being notified 180 days prior to the expiration of a contract, to alert them to begin work on the contract renewal to meet operational needs. MIS is completing an interactive database project for user, that will be operational by April 2004. List of Department Divisions liaisons is completed. Meeting with Division representatives are scheduled for May 04. Three contracts consolidation are under way.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p><b>Goal:</b> Attract, develop and retain an effective, diverse and dedicated team of employees</p> <p><b>Outcome ES 5-4:</b> Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem solving technology, etc. (priority outcome)</p> <p><b>Performance Measures:</b></p> <ul style="list-style-type: none"><li>• Cumulative number of employees who have received training, through all training delivery methods</li></ul> <p>A total of 689 employees received training during the second quarter of FY 04, for a total of 1,539 employees trained this FY.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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<p><b>Goal: Plan construct and maintain well-designed MDWASD facilities in a timely manner to meet the needs of MDWASD (priority outcome)</b></p> <p><b>Outcome ES 6-1 thru ES 6-4 :</b></p> <ul style="list-style-type: none"> <li>• Safe convenient and accessible facilities planned and built ready to meet needs</li> <li>• Facilities aesthetically pleasing to the community</li> <li>• Worker-friendly and worker-functional facilities</li> <li>• Well-maintained facilities</li> </ul> <p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Average percent completion of facilities projects (current construction, modifications, and upgrades) An average of 26% of facilities projects are completed.</li> <li>• Percent of facilities inspected to establish work to be done to meet all industry standards Ten per cent (10%) of the facilities have been inspected.</li> <li>• Percentage of emergency calls responded within 24 hours and planned service calls within 8 days.  Sixty per cent (60%) of emergency calls were responded within 24 hours Fifty per cent (50%) of planned service calls were responded within 24 hours</li> </ul>	<p>— <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <i>Budgeted Priorities</i></p> <p>— <i>Customer Service</i></p> <p>— <i>Workforce Dev.</i></p> <p>— <i>ECC Project</i></p> <p>— <i>Audit Response</i></p>
<p>The Department will continue to implement of a \$ 1 billion wastewater facilities improvement program to satisfy the requirements of two federal consent decrees and two state settlement agreements; additional requirements under decrees and agreements have extended the anticipated completion date to January 2010. Program improvements include upgrade of the wastewater collection, transmission, treatment, and disposal systems.</p> <p><b>Ongoing. As of March 31, 2003; 1,537 milestones have been completed.</b> The updated wastewater facilities master plan approved by the BCC on July 22, 2003, expands the capital plan to the year 2020 to \$2 billion.</p>	<p>— <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <i>Budgeted Priorities</i></p> <p>— <i>Customer Service</i></p> <p>— <i>Workforce Dev.</i></p> <p>— <i>ECC Project</i></p> <p>— <i>Audit Response</i></p> <p>— <i>Other</i> _____ (Describe)</p>
<p>Provide subsidy to the City of North Miami Beach to reimburse for water and sewer surcharge, charged by the City to UMSA residents living in single-family homes (not to exceed \$ 786,000)</p> <p><b>This agreement was sent on December 24, 2002 to NMB City Manager for signature to provide for subsidy to residents in UMSA served by the City of North Miami Beach and has not been signed. Modifications would be necessary to address the creation of City of Miami Gardens.</b></p>	<p>— <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <i>Budgeted Priorities</i></p> <p>— <i>Customer Service</i></p> <p>— <i>Workforce Dev.</i></p> <p>— <i>ECC Project</i></p> <p>— <i>Audit Response</i></p> <p>— <i>Other</i> _____ (Describe)</p>

**Departmental Quarterly Performance Report****DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 03-04, Second Quarter**

<p>Continue to modernize and rehabilitate water and wastewater systems, expand and upgrade water and wastewater treatment facility capacity and infrastructure to meet increasing demands. Improve water treatment process to satisfy new standards, and promote water conservation</p> <p>The updated water and wastewater facilities master plans were approved by the BCC on July 22, 2003 and submitted to the Florida Department of Environmental Protection to request State Revolving Fund (SRF) low interest loans. The Department is continuing the construction of the Preston Plant, Contract No. W-655-B. The design of the SMHWTP is progressing, the plans are completed at 60%.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>Continue connecting park sewers (funding of \$3 million provided by Miami-Dade Water and Sewer Department)</p> <p>Review of park projects is ongoing, with reduction or deletion of certain parks.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>The CIO issued a RFP in conjunction with Miami-Dade Aviation and Water and Sewer departments for a new enterprise resource planning (ERP) application.</p> <p>The Department was contacted by County management concerning the new approach to be taken for procuring this project. Further notice on actions will be forthcoming.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>Two horizontal survey crews and one vertical survey crew will be added to the Right-of-Way Division in FY 2003-04, and will be funded by reimbursements from Water and Sewer. These crews will maintain 130 WASD Control Points (Horizontal)</p> <p>The agreement is at the drafting stage.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>



# Departmental Quarterly Performance Report

**DRAFT**

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<p>Continue to upgrade wastewater pump stations and transmission mains</p> <p>Through March. 31, 2004, a total of 227 additional remedial action plans have been prepared and submitted to the USEPA, per the requirements of Paragraph 16(C)(x) in the First Partial Consent Decree (FPCD). During the last quarter, 1 additional remedial action plans was submitted and 7 additional remedial action plans, were certified to the USEPA. This brings the total certified additional remedial action plans to 200 through March 31, 2004.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>
<p>Begin preliminary planning and design for the installation of water distribution and sewage collection systems to service the Perrine-Cutler Ridge business area from SW 168<sup>th</sup> Street to 184<sup>th</sup> Street and from SW 97<sup>th</sup> Avenue to Bus way.</p> <p>Cost estimate for water and sewer systems will be provided to Public Works which will determine assessment based on "frontage" or "area". On October 28, 2003, Public Works made a presentation to the Perrine Cutler Ridge Community Council on the various options, including taxing districts. The Council is going to evaluate the options presented and get back to the County. If the owners of the properties included in the project special taxing district decide to go head, a petition can be initiated.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>
<p>Begin implementation of a new financial system</p> <p>The implementation of the new financial system is still pending completion of the RFP selection process and the Cone Of Silence is still in effect. It is anticipated that procurement of the system will be completed by December 2004.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>
<p>Continue to inspect and rehabilitate gravity sewers to reduce infiltration and inflow.</p> <p>Ongoing.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>

**Departmental Quarterly Performance Report****DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 03-04, Second Quarter**

<p>Continue system wide corrosion control plan including sewer main restoration refurbishing structures at the pump stations and various projects at the regional wastewater treatment plants.</p> <p>Ongoing.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>Improvements at the Central District Wastewater Treatment Plant, including digesters improvements, emergency generators, sludge holding tanks, gravity sludge thickener improvements, replacement of plant #2 return activated sludge line, and process improvements.</p> <p>Continue to evaluate the digester covers and sludge transfer.</p> <p>The generator footings are revised to show piles. Waiting for comment from Plant Maintenance to resubmit for permit.</p> <p>The sludge holding tank and the gravity sludge thickener are in the planning process.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>Continue multiyear water program addressing water pumping, treatment, transmission, and distribution capacity required under the Comprehensive Development Master Plan (CDMP)</p> <p>The Water Facilities Master Plan has been updated to meet the projected demands to the year 2020. The Plan was approved by the BCC on July 22, 2003, and submitted to FDEP in December 2003 to request SRF low interest loans</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>\$75,000 Funding for the South Florida Resource Center Mobile Irrigation Lab. will be provided by the Water and Sewer Department</p> <p>The first quarterly payment, in the amount of \$18,750.00 was made on Feb. 5 2004</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>

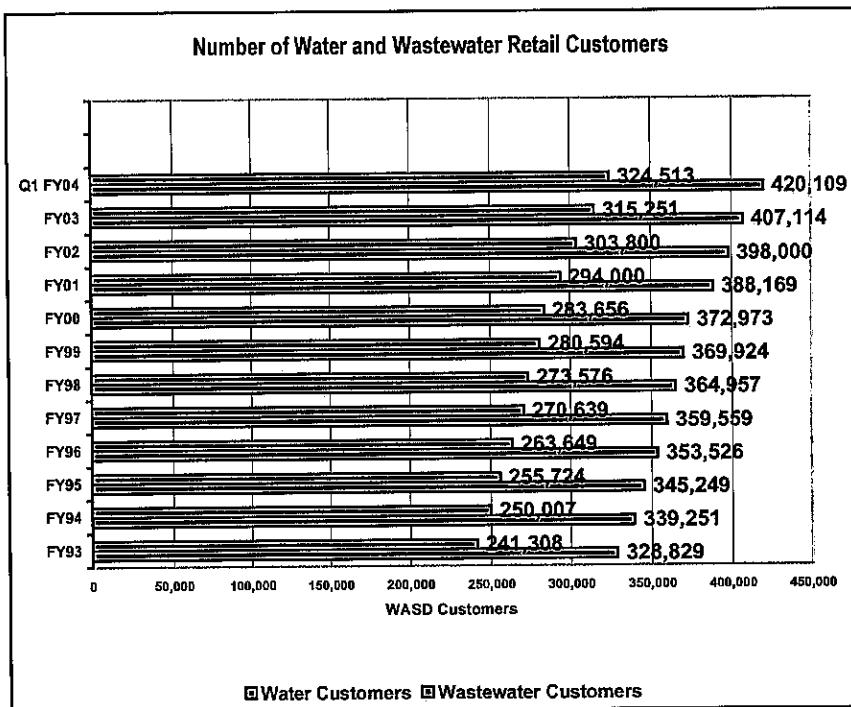
**Departmental Quarterly Performance Report****DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 03-04, Second Quarter**

<p>Funding for the sewer connection from NW 7th Avenue to 27th Avenue along 183rd Street (\$3 million)</p> <p>An inter-local agreement has been approved by the City of North Miami Beach, pending County approval, for the sewer installation along 183<sup>rd</sup> Street. A joint project agreement with the Florida Department of Transportation has been signed for the construction, which is anticipated to begin January 1, 2004. Estimated project cost is approximately \$1.5 million.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>Funding for projects along NW 79th Street and along NW 27th Avenue from 54th Street to 135th Street will be obtained from grants and from the Water and Sewer Department</p> <p>On September 23, 2003, EPA Granted \$500,000 for the design of NW 79<sup>th</sup> Street project.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>

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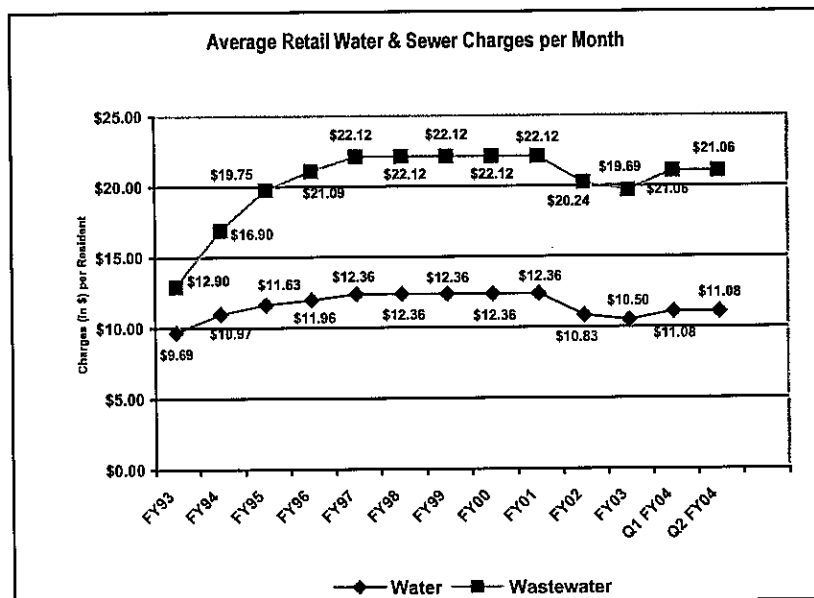
**Number of water and sewer customers**



☐ Strategic Plan  
☐ Business Plan  
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☒ Other \_\_\_\_\_  
 (Describe)

**Department Workload Indicator**

**Average retail water and sewer charges per month**

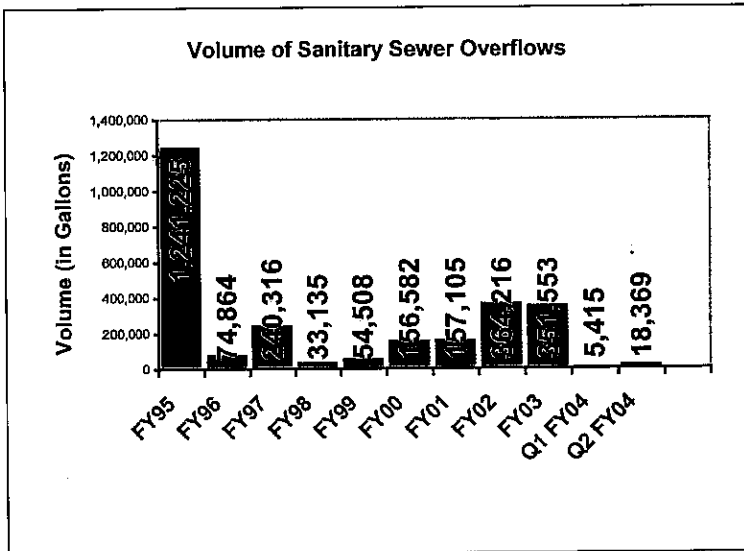


☐ Strategic Plan  
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**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 03-04, Second Quarter**

**DRAFT**

**Performance Measure: Volume of Sanitary Sewer Overflows**



NOTE: The volume of overflows excludes those caused by severe storms, contractor breaking a pipe or vandalism. The severe storms include Tropical Storm Gordon (FY95), the October 1998 storm, Hurricane Irene (FY00) and the No-name Storm of October 2000 (FY01). Due to complex and interrelated conditions on 6-21-02, Pump Station #2 experienced a spill of more than 300,000 gallons

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☒ Other \_\_\_\_\_  
 (Describe)

**Department  
Performance  
Measure**

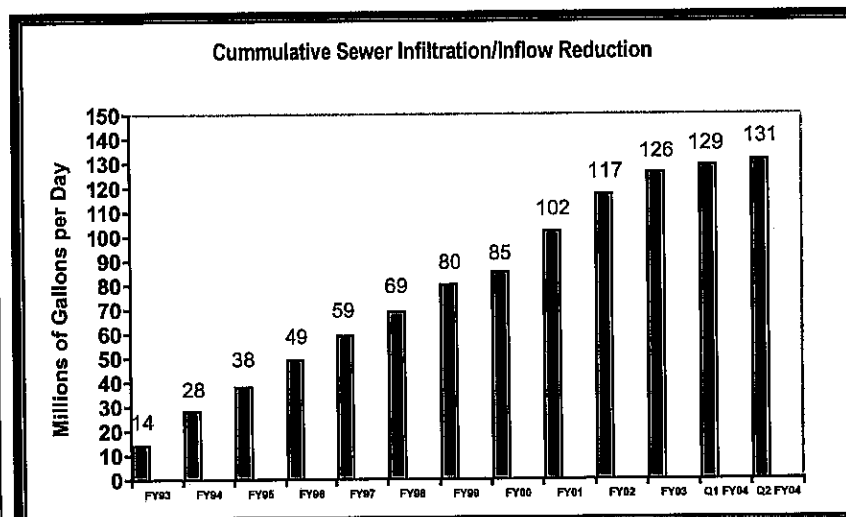
# Departmental Quarterly Performance Report

**DRAFT**

**Department Name: Miami-Dade Water and Sewer Department**

**Reporting Period: FY 03-04, Second Quarter**

## Performance Measure: Infiltration and Inflow reduction



Note The 1<sup>st</sup> and 2<sup>nd</sup> Quarters figures have been changed

☐ Strategic Plan  
☐ Business Plan  
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☐ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☒ Other \_\_\_\_\_  
 (Describe)

**Department  
Performance  
Measure**

**Efficiency Program** – This Fiscal Year, 17 new efficiency projects were added and the projected savings for all efficiency projects amounted to \$4,272,791. The reported savings for period ending March 31, 2004, is \$870,800.

The Employee Suggestion Program was consolidated with the POWER Program in order to streamline the processing of suggestions and gain further efficiencies.

The Customer Service Process Improvement Team recommended that WAsD create a Customer Service Recognition Program. "The Pebble Causing the Ripple Effect" is being piloted in the Customer Service Division.

☐ Strategic Plan  
☐ Business Plan  
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☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

### Memorandum of Understanding (MOU) ECC Report # 809 –

WAsD management, staff, and union representatives continue to meet with OSBM representatives to develop an MOU. Several proposals have been sent by WAsD and OSBM and it appears that all parties are getting closer to an agreement. It is anticipated that an MOU will be finalized and submitted to the BCC by July, 2004.

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☒ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

# Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Second Quarter

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## Financial Plan

On September 17, 2003, the Board of County Commissioners approved the County's FY 03-04 proposed budget which included a 6% overall revenue requirement increase for the Miami-Dade Water and Sewer Department. This equates to a 6.5% increase for the average 7,500 gallon combined water and wastewater residential customer's consumption, or an increase of \$1.95 per month.

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☒ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 03-04, Second Quarter**

**PERSONNEL SUMMARY**

**A. Filled/Vacancy Report**

NUMBER OF FULL- TIME POSITIONS *	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	2,368	2568	2,408	160	2,416	152				

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

**B. Key Vacancies**

Security positions, customer service overages, other overages.

(0810) Administrative Officer 1	(5712) W&S Office Support Specialist 2
(5702) W&S Clerk 2	(5802) W&S Semi-Skilled Laborer
(5852) Treatment Plant Operator 1	(5940) New Business Representative SPA2
(0832-Overage) Senior professional Engineer	(1051-Overage)
(5719) W&S Secretary	(5904) Customer Service Supervisor 1

**C. Turnover Issues**

Promotional positions – each time there is a promotion in one tier, it affects the other positions.

(5541) Pipe fitter Supervisor 2	(5861) Lime Production Plant Operator
(5574) W&S Service Technician Supervisor	(5904) Customer Service Supervisor 1
(5748) Customer Service Representative 1	(5940) New Business Representative
(5749) Customer Service Representative 2	(5972) W&S Plant Maintenance Supv.
(5853) Treatment Plant Operator 2	(5974) W&S Mech. Maintenance Supv.

**D. Skill/Hiring Issues**

- Salary levels for technical staff.
- County-wide hiring freeze since April 25, 2003.

**E. Part-time, Temporary and Seasonal Personnel**

*(Including the number of temporaries long-term with the Department)*

- 44 Agency Temporary Employees
- No Part-time employees

**F. Other Issues**

- Positions on “CK” status (injuries)
- Residency requirement – qualified applicant from bordering County
- Lack of qualified applicants – Wastewater Chief, Customer Service Chief, Security Chief.
- Significant number of workforce will be retiring from the department in the next 3 years.  
Needs succession plan for entire department



**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 03-04, Second Quarter**

**DRAFT**

**FINANCIAL SUMMARY**

	FY 2002-2003 Actual	FY 2003-2004						
		Total Annual Budget	Quarter 2		Year-To-Date			% of Annual Budget
			Budget	Actual	Budget	Actual	Variance	
<b>Revenues</b>								
Water Revenues	\$154,757,000	\$161,142,000	\$40,285,500	\$42,957,000	\$80,571,000	\$83,565,000	\$2,994,000	52%
Wastewater Revenues	\$207,345,000	\$203,797,000	\$50,949,250	\$51,708,000	\$101,898,500	\$103,920,000	\$2,021,500	51%
Non-Operating Revenues	\$33,213,000	\$11,548,000	\$2,887,000	\$3,255,000	\$5,774,000	\$6,243,000	\$469,000	54%
Transfers From Other Funds	\$54,445,000	\$23,665,000	\$5,916,250	\$0	\$11,832,500	\$0	(\$11,832,500)	0%
Cash Carryover Reserve	\$36,642,000	\$37,686,000	\$0	\$0	\$37,686,000	\$37,686,000	\$0	N/A
<b>Total Revenues</b>	<b>\$486,402,000</b>	<b>\$437,838,000</b>	<b>\$100,038,000</b>	<b>\$97,920,000</b>	<b>\$237,762,000</b>	<b>\$231,414,000</b>	<b>(\$6,348,000)</b>	
<b>Expenditures</b>								
Water Production & Distribution	\$53,536,000	\$53,829,000	\$13,457,250	\$14,988,000	\$26,914,500	\$23,748,000	\$3,166,500	44%
Wastewater Collection & Treatment	\$90,531,000	\$89,054,000	\$22,263,500	\$23,164,000	\$44,527,000	\$45,063,000	(\$536,000)	51%
Engineering & Construction	\$10,593,000	\$9,121,000	\$2,280,250	\$2,749,000	\$4,560,500	\$5,406,000	(\$845,500)	59%
Finance/Customer Service	\$39,296,000	\$45,692,000	\$11,423,000	\$12,815,000	\$22,846,000	\$22,351,000	\$495,000	49%
Administrative/ Departmental Support	\$24,436,000	\$27,550,000	\$6,887,500	\$4,217,000	\$13,775,000	\$9,950,000	\$3,825,000	36%
<b>Sub-Total Expenditures</b>	<b>\$218,392,000</b>	<b>\$225,246,000</b>	<b>\$56,311,500</b>	<b>\$57,933,000</b>	<b>\$112,623,000</b>	<b>\$106,518,000</b>	<b>\$6,105,000</b>	<b>47%</b>
<b>Non-Operating Expenditures</b>								
Non-Operating Expenditures	\$0	\$1,920,000	\$480,000	\$2,016,000	\$960,000	\$3,532,000	(\$2,572,000)	184%
2003-04 Cash Req. Per Bond Ordinance	\$37,686,000	\$37,538,000	\$0	\$0	\$37,538,000	\$37,538,000	\$0	N/A
<b>Sub-Total Non-Operating Expenditures</b>	<b>\$37,686,000</b>	<b>\$39,458,000</b>	<b>\$480,000</b>	<b>\$2,016,000</b>	<b>\$38,498,000</b>	<b>\$41,070,000</b>	<b>(\$2,572,000)</b>	
<b>Transfers To Other Funds</b>								
Transfers To Debt Service	\$121,101,000	\$116,247,000	\$29,061,750	\$29,545,000	\$58,123,500	\$64,139,000	(\$6,015,500)	55%
Transfers To Capital	\$69,099,000	\$51,171,000	\$12,792,750	\$12,326,000	\$25,585,500	\$24,556,000	\$1,029,500	48%
Transfers To/(From) Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Operating Transfers To County General Fund	\$40,124,000	\$5,716,000	\$1,429,000	\$7,910,000	\$2,858,000	\$22,079,000	(\$19,221,000)	386%
<b>Sub-Total Transfers To Other Funds</b>	<b>\$230,324,000</b>	<b>\$173,134,000</b>	<b>\$43,283,500</b>	<b>\$49,781,000</b>	<b>\$86,567,000</b>	<b>\$110,774,000</b>	<b>(\$24,207,000)</b>	
<b>Total Expenditures</b>	<b>\$486,402,000</b>	<b>\$437,838,000</b>	<b>\$100,075,000</b>	<b>\$109,730,000</b>	<b>\$237,688,000</b>	<b>\$258,362,000</b>	<b>(\$20,674,000)</b>	
<b>Revenues Less Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$37,000)</b>	<b>(\$11,810,000)</b>	<b>\$74,000</b>	<b>(\$26,948,000)</b>		

**Departmental Quarterly Performance Report****DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 03-04, Second Quarter****EQUITY IN POOLED CASH \***

Fund	FY 2002-2003 Actual Fund Balance	Projected at Year-End as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rate Stabilization Fund	\$41,973,000	\$30,295,000	\$26,022,000		
General Reserve Fund	\$48,734,000	\$39,123,000	\$39,123,000		
Renewal & Replacement Fund	\$72,853,000	\$62,056,000	\$62,056,000		
Series 1994 Construction Fund	\$1,197,000	\$667,000	\$667,000		
Special Construction Fund	\$11,103,000	\$10,314,000	\$10,314,000		
Plant Expansion Fund	\$116,399,000	\$108,256,000	\$108,256,000		
Fire Hydrant Fund	\$4,978,000	\$4,675,000	\$4,675,000		
Series 1995 Construction Fund	\$54,444,000	\$47,161,000	\$47,161,000		
Series 1997 Construction Fund	\$156,945,000	\$116,894,000	\$116,894,000		
Series 1999 Construction Fund	\$113,234,000	\$107,009,000	\$107,009,000		
<b>Total</b>	<b>\$621,860,000</b>	<b>\$526,450,000</b>	<b>\$522,177,000</b>	<b>\$0</b>	<b>\$0</b>

\* Projected Year-End Balances reflect fund balances; not cash balances.

**Comments:**

The quarterly expenditure budget is based on 25% of the annual budget (as required by the Miami-Dade County Charter).

FY 2003-2004 Operating Transfer is shown net of \$28,924,000 Transfer from General Reserve Fund. FY 2003-2004 Operating Transfer is \$34,640,000.

**Footnotes for Financial Summary**

- 1- Department Transfers from/to Other Funds do not occur until the fourth quarter of the fiscal year.
- 2- Variation of Non-Operating Expenditures primarily due to changes in non-cash items (payables, receivables and inventory).
- 3- Variation of Operating Transfers to County General Fund due to higher than anticipated transfers to the Parks and Recreation Department.

**STATEMENT OF PROJECTION AND OUTLOOK**

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

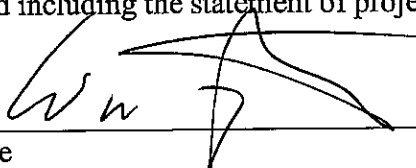
**Notes and Issues:**

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted total expenditures and available revenues)

As reflected in the footnotes, the negative variance for Transfers From Other Funds is because the transfers do not occur until the fourth quarter of the fiscal year. The negative variance for Operating Transfers To County General Fund is due to higher than anticipated transfers to the Parks and Recreation Department. Therefore, the Financial Summary reflects a \$26,948,000 negative balance.

**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

  
\_\_\_\_\_  
Signature  
Department Director

Date 4/30/04